

to build up the self-discipline of the prisoner. They have been rewarded by seeing a large percentage of the men committed to their charge subsequently recover their characters as good soldiers.

Under the general control of the Adjutant-General, the Base Stationery Depôt, which went to France in 1914 with a personnel of ten, has expanded into the Directorate of Army Printing and Stationery Services, employing over 60 officers and 850 other ranks. In addition to the printing and distribution of orders and instructions, it undertook the reproduction on a vast scale of aerial and other photographs, the number of which grew from 25,000 in 1916 to two and a quarter million in 1918. Other examples of administrative success are the Prisoners of War Section, and the Directorate of Graves Registration and Enquiries.

Of the care taken for the physical and moral welfare of the troops I cannot speak too highly.

In the former domain, the achievements of the Director-General of Medical Services and his subordinates have been so fully recorded by me in previous despatches that they need no further emphasis. It is sufficient to say that, in spite of the numbers dealt with, there has been no war in which the resources of science have been utilised so generously and successfully for the prevention of disease, or for the quick evacuation and careful tending of the sick and wounded.

In the latter sphere, the devoted efforts of the Army Chaplains of all denominations have contributed incalculably to the building up of the indomitable spirit of the Army. As the result of their teaching, all ranks came to know and more fully understand the great and noble objects for which they were fighting.

Under the immediate direction of the Adjutant-General in matters concerning military administration, the Principal Chaplain for members of all churches except the Church of England, and the Deputy Chaplain-General for members of the Church of England administer to the greatest harmony a very complete joint organisation. Provided with a definite establishment for armies, corps and divisions, as well as for the principal base ports, base camps, hospitals and certain other units, they ensure that the benefit of religion is brought within the reach of every soldier.

In all the senior offices of this joint organisation, down to divisions, the Principal Chaplain and Deputy Chaplain-General have each their representatives, the appointments to those offices in the Principal Chaplain's section being apportioned between the different Churches, Protestant and Roman Catholic, in proportion to the numbers of their following in the Army as a whole. This organisation has worked for the common good in a manner wholly admirable and with a most noteworthy absence of friction. It has undoubtedly been much assisted, both in its internal economy and in its relations with commanders and troops, by being at all times in direct touch with the Adjutant-General's Branch.

No survey of the features of the war would be complete without some reference to the part played by women serving with the British Armies in France. Grouped also under the Adjutant-General's Branch of the General Staff, Queen Alexandra's Imperial Military Nursing Service, the Nursing Sisters of the Canadian Army Medical Corps and of the

Australian, New Zealand, South African and Territorial Force Nursing Services and the British Red Cross Society have maintained and embellished a fine tradition of loyalty and efficiency. These services have been reinforced by members of Voluntary Aid Detachments from the British Isles, the Oversea Dominions and the United States of America, who have lived with their professional sisters in cheerfully enduring fatigue in times of stress and gallantly facing danger and death.

Women in the British Red Cross Society and other organisations have driven ambulances throughout the war, undeterred by discomfort and hardship. Women have ministered to the comfort of the troops in huts and canteens. Finally, Queen Mary's Auxiliary Army Corps, recruited on a wider basis, responded with enthusiasm to the call for drafts, and by the aid they gave to our declining man-power contributed materially to the success of our arms.

#### *Training and Organisation.*

(21) The experience gained in this war alone, without the study and practice of lessons learned from other campaigns, could not have sufficed to meet the ever-changing tactics which have characterised the fighting. There was required also the sound basis of military knowledge supplied by our Training Manuals and Staff Colleges.

The principles of command, Staff work, and organisation elaborated before the war have stood the test imposed upon them and are sound. The militarily educated officer has counted for much, and the good work done by our Staff Colleges during the past 30 years has had an important influence upon the successful issue of the war. In solving the various strategic and tactical problems with which we have been faced, in determining principles of training and handling of troops and in the control and elaboration of Army organisation generally, the knowledge acquired by previous study and application has been invaluable. Added to this have been the efficiency and smoothness of working resulting from standardisation of principles, assisted in many cases by the previous personal acquaintance at the Staff College of those called upon to work together in the field.

The course of the war has brought out very clearly the value of an efficient and well-trained High Command, in which I include not merely commanders of higher formations, but their Staffs also.

This has been the first time in our history that commanders have had to be provided for such large forces. Before the war, no one of our generals had commanded even an Army Corps such as has been used as a subsidiary formation in the battles of the last few years. In consequence, commanders have been faced with problems very different to those presented by the small units with which they had been accustomed to train in peace. That they exercised their commands with such success as most of them did, shows I venture to think that their prior training was based on sound principles and conducted on practical lines.

Similarly as regards the Staff, the magnitude of our operations introduced a situation for which no precedent existed. The Staff Colleges had only produced a reserve of Staff officers adequate to the needs of our Army on a peace footing, and for the mobilisation of the Expeditionary Force of six divisions. Conse-